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RESEARCH ARTICLE

Authenticity, employee silence, prohibitive voice, and the moderating effect of
organizational identification

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Abstract

Authenticity is an important concept in positive psychology and has been shown to be related to well-being, health, and leadership effectiveness. The present paper introduces employee authenticity as a predictor of relevant workplace behaviors, namely, employee silence and prohibitive voice. Converging evidence across two studies using cross-sectional and longitudinal designs demonstrates that when responding to hypothetical problematic workplace events (Study 1) or actual workplace experiences (Study 2), individual differences in employees' authenticity predicted more self-reported voice behaviors and less silence that emanated from various motivations. Furthermore, authenticity scores consistently yielded predictive utility over and above the contribution of a broad set of individual and organization-based characteristics. Finally, organizational identification moderated the relation between authenticity and silence, such that for employees with high levels of identification, the relation between authenticity and silence was stronger.

Keywords: authenticity, character strengths, employee silence, organizational identification, positive organizational behavior, positive organizational scholarship, voice

Authenticity, employee silence, prohibitive voice, and the moderating effect of organizational identification

Authenticity, one of the key concepts in positive psychology research (Seligman & Csikszentmihalyi, 2000, p. 12), “involves owning one’s personal experiences, be they thoughts, emotions, needs, wants, preferences, or beliefs” and “expressing oneself in ways that are consistent with inner thoughts and feelings” (Harter, 2002, p.382). Although practitioners and researchers agree that authenticity is important for psychological well-being (e.g., Rogers, 1961; Schlegel & Hicks, 2011), they question the appropriateness of authenticity at work. Studies have revealed that employees are often required to act in specific ways (e.g., Grandey, 2003; Hewlin, 2009; Hochschild, 1983) and that adjusting to others’ expectations might be advantageous with regard to supervisor evaluations (Blickle et al., 2011). Relatively few authors have discussed authenticity’s potential to have positive effects at work. Until now, promising empirical evidence has been available only for the role of authenticity in leadership. Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008), for instance, found positive relations between authentic leadership and the performance and satisfaction of followers. Authenticity’s potential benefits at the employee level have been suggested only in conceptual papers (e.g., Roberts, Cha, Hewlin, & Settles, 2009) but have not been thoroughly empirically examined.

We think that the potential benefits of authenticity may lie dormant because in some situations, employees who are true to themselves could be beneficial for organizations. One such situation is when employees face problematic situations at work (e.g., transgressions, ineffectiveness). If employees engage in prohibitive voice (i.e., expressing their concerns about work practices, incidents, or employee behavior that may be harmful to their organization or stakeholders), problems have to be dealt with and problematic initiatives can be prevented from taking place (Liang, Farh, & Farh, 2012; van Dyne, Cummings, & McLean Parks, 1995). If employees engage in employee silence (i.e., “the withholding of any form of

genuine expression about the individual's behavioral, cognitive, and/or affective evaluations of his or her organizational circumstances to persons who are perceived to be capable of effecting change''; Pinder & Harlos, 2001, p. 334), problematic situations or developments may go unnoticed and may cause harm not only to the employees and/or their organization, but also to people outside the organization (e.g., customers and clients; Gibson & Singh, 2003; Morrison & Milliken, 2000).

In the present paper, we will examine whether employees with high levels of authenticity will less likely remain silent and will more likely voice their concerns when confronted with problems at work. After introducing authenticity as a personality characteristic, we will explain why the specific combination of self-awareness and self-expression that characterizes authenticity addresses the specific demands that are put on employees when they make decisions about whether to speak up or to remain silent. In two studies using cross-sectional and longitudinal data, we will test our hypotheses and examine whether authenticity provides incremental validity over and above established variables that represent employee characteristics and context conditions. Furthermore, we will develop and test a hypothesis of organizational identification as a moderator of the authenticity–silence relation.

Authenticity as a personality characteristic

Despite its long tradition in philosophy, authenticity has only recently been addressed as a concept in empirical psychology (for reviews, see Harter, 2002; Sheldon, 2004). Humanistic (e.g., Rogers, 1961; Winnicott, 1965) and existentialist approaches (e.g., May, 1981; Yalom, 1980) have dealt with the topic but have lacked sufficient empirical foundations. The few empirical papers that have examined authenticity have used unidimensional measures that have equated authenticity with the feeling of being close to one's true self or expressing this true self (e.g., Harter, Waters, & Whitesell, 1997; Sheldon, Ryan, Rawsthorne, & Ilardi, 1997).

A new perspective on authenticity was presented by Kernis (2003), who linked authenticity to optimal self-esteem (i.e., genuine, non-contingent, stable high self-esteem). Drawing on Kernis' suggestions, Kernis and Goldman (2006) developed a four-dimensional concept of authenticity that emphasizes a striving for self-knowledge, an unbiased processing of self-relevant information, the free and natural expression of one's self, and a valuing and striving for openness in relationships. Wood, Linley, Maltby, Baliousis, and Joseph (2008) developed an alternative approach that was grounded in humanistic and clinical psychology. In their tripartite model, Wood et al. emphasized congruence between feeling, thinking, and behavior and the rejection of external influence.

In a recent attempt to integrate the two approaches, Knoll, Meyer, Kroemer, and Schröder-Abé (2013) derived a two-dimensional model comprising (1) a self-oriented dimension, i.e. authentic self-awareness, and (2) an expression-oriented dimension, i.e. authentic self-expression. People with high levels of authentic self-awareness understand themselves well and/or they are motivated to increase their self-understanding. In order to achieve such self-understanding, people high in authenticity explore why they think, feel, and act in particular ways. In this ongoing process, they take heed of informational cues from external (e.g., how other people respond to their behavior) and internal sources (e.g., what they feel when achieving a goal). This exploration results in a temporary congruent identity to which people with high values in authentic self-awareness commit themselves. Undertaking such commitments anchors a person's expression in self-acceptance and self-confidence (Guignon, 2004; Kernis & Goldman, 2006). The degree to which those commitments manifest themselves in people's expressions (e.g., in their behavior, clothing, facial expression) determines the degree of authentic self-expression. The configurations of the two dimensions elucidate the idea that, although distinct, they are related to each other in a dynamic interplay. In order to preserve the integrity of self-awareness and self-expression, people with high values in authenticity are careful not to fall short of their self-determined

standards (e.g., they do not easily give in to temptation and social pressure) and show the courage both to admit their failures and to stand up to external claims (Knoll et al., 2013).

Prohibitive voice and employee silence

Practitioners and researchers agree that it is important for employees to make voluntary contributions that are aimed at improving current workplace practices (i.e., promotive voice; van Dyne et al., 1995). By contrast, when employees express concerns about work practices, incidents, and employee behavior that might be harmful to their organization or stakeholders (i.e., prohibitive voice; Liang et al., 2012), this sometimes evokes suspicion, opposition, and even retaliation (Cortina & Magley 2003; Near & Miceli, 1996). Thus, employees may remain silent because they are afraid of negative consequences (i.e., quiescent silence; Pinder & Harlos, 2001). Besides remaining silent due to fear (for a more comprehensive review, see Kish-Gephart, Detert, Trevino, & Edmondson, 2009), employees may withhold their views because they experience their environment as indifferent to their concerns. According to Pinder and Harlos (2001), consecutive experiences of disinterest and rejection result in a state of acquiescent silence. Remaining silent due to external forces or limitations has been mentioned by Morrison and Milliken (2000) and Harter et al. (1997) with respect to different contexts. Van Dyne, Ang, and Botero (2003) complemented the spectrum of potential causes of silence by suggesting forms of employee silence that are more strongly rooted in the individual motive structure. For example, employees may remain silent because they want to divert harm away from a colleague, a supervisor, or their organization (i.e., prosocial silence; van Dyne et al., 2003). Furthermore, employees may withhold their views because they want to protect their knowledge advantage or to avoid incurring an increased workload. Employee silence that is based on selfish motives is called opportunistic silence (Knoll & van Dick, 2013).

Drawing on approaches to explain moral behavior (Hannah, Avolio, & May, 2011; Rest, Narvaez, Bebeau, & Thoma, 1999), we assume that employees pass through two stages

when they decide either to voice their concerns or to remain silent. In the first stage, they need to recognize that the status quo needs to be challenged, for example, when one deems that a product may harm the customers. In this recognition stage, prohibitive voice might not occur because employees refrain from reflecting on a problem, trivialize the problem, reject responsibility, or feel uncertain regarding the accuracy of their judgments (Bandura, 1999; Moore, Detert, Trevino, Baker, & Mayer, 2012). In the second stage, employees need to express their concerns to someone who is able to effect change, for example, addressing in a meeting the idea that current processes lack effectiveness. In this action stage, prohibitive voice might not occur because employees fear opposition or drawbacks (for themselves or others) from speaking up, or they do not have the adequate self-regulatory capacity to overcome the temptation to remain silent (Hannah et al., 2011; Mead, Baumeister, Gino, Schweitzer, & Arieli, 2009).

The present research

We expect that, when confronted with problems at work, employees with high levels of authenticity will be less likely to remain silent and will be more likely to engage in voice behavior. The two intertwined dimensions of authenticity (i.e., authentic self-awareness and authentic self-expression) should counteract barriers and temptations that inhibit employees from speaking up in the two stages (i.e., the recognition and action stages) when making their decision to choose between voice and silence. Overcoming the first stage requires awareness and maturation; that is, an employee needs to develop personal standards of how work should be done and needs to be motivated to acknowledge shortcomings when comparing what is happening in the organization with this personal standard (Hannah et al., 2011). We argue that employees with higher levels of authentic self-awareness are less likely to distort information or to lie to themselves because their self-acceptance and open and trusting stance toward their self-aspect goes hand-in-hand with tendencies to observe internal and external stimuli in general. Overcoming the second stage requires the confidence and the courage not to go

astray even when following one's standards seems futile or raises opposition. We argue that, once they recognize an event or development as discordant to themselves, employees with high levels of authentic self-expression will determine what actions will allow them to preserve their self-integrity and will commit to the response type that they deem most appropriate for addressing the problem.

In two studies, we will test our main hypothesis using different methods and conceptualizations of employee voice and silence. In Study 1, we will use scenarios of problematic situations. We expect that employees who score higher on a measure of authenticity will prefer to voice their concerns over other response types that do not directly address the problem and therefore represent employee silence. In addition, we will investigate whether authenticity provides incremental validity over and above employee characteristics and context conditions that are associated with voice. In Study 2, we will directly ask employees whether they tend to remain silent at their actual workplace and will try to specify whether authenticity is negatively related to the full range of established motives for employee silence or whether there are differences. In order to address potential biases concerning cross-sectional designs, we will use longitudinal data to examine whether authenticity is related to employee silence over time. Study 2 will also significantly extend Study 1 by including organizational identification as a moderator of the authenticity–silence relation.

Study 1: Authenticity and responses to problematic events – The EVLN (exit, voice, loyalty, neglect) model

When confronted with problems at work (e.g., bullying, discrimination, being urged to do things in an inappropriate way), employees have options in addition to the options to remain silent or to raise their voice. The EVLN (exit, voice, loyalty, neglect) model (Hirschman, 1970; Rusbult, Farrell, Rogers, & Mainous, 1988) emphasizes such different options and differentiates between four ideal types of responses to problematic events: exit

(leaving the organization), voice (speaking up about concerns), loyalty (further contributing to the organization while leaving the specific problem unaddressed), and neglect (withdrawing one's efforts at work and trying to get the best out of the situation for oneself). We argue that their striving for congruence between awareness and expression will determine the likelihood that employees with high levels of authenticity will choose each of the four response options.

Our assumption that authenticity is positively related to voice is supported by Kernis and Goldman (2006). They reported that people who scored higher on a measure of authenticity more often applied problem-oriented coping styles (i.e., taking active steps in order to solve the problem or to modify the source of the threat; Folkman & Lazarus, 1980) and less often applied maladaptive coping styles (e.g., mental or behavioral disengagement or refusing to admit that a stressor occurred in the first place). With a specific focus on the recognition phase, negative correlations have been found between non-contingent self-esteem, which is a central characteristic of authenticity (Kernis, 2003), and defensive mechanisms such as cognitive and emotional strategies to distance oneself from threatening events and to avoid thoughts and feelings that threaten one's self-image and self-feelings (Kernis, Lakey, & Heppner, 2003). Our assumption regarding the action phase is supported by Kernis and Goldman (2006), who reported that people with high scores on measures of authenticity reported more role-voice, that is, higher expressiveness of their true beliefs and opinions in five social roles (e.g., being a student, a romantic partner). Thus, we expect:

Hypothesis 1: Authenticity will be positively related to voice.

Not speaking up about one's concerns, either with good intentions (as is the case for loyalty) or for bad reasons (as is the case for neglect) results in incongruence between one's sense of self and self-expression, a state that people with high levels of authenticity tend to shun. With regard to the exit option, a clear prediction seems more difficult. On the one hand, leaving the organization means not contributing to its wrongdoing and might therefore be an option for maintaining self-integrity in cases in which speaking up seems futile (Parker &

August, 1997). On the other hand, research on career planning has shown that people who score high on a measure of authenticity choose their employment with care (White & Tracey, 2011). Employment that is carefully chosen should (at least to some extent) offer a good fit for employees' needs and thereby provide resources that employees may want to conserve (Ng & Feldman, 2012). Drawing on this logic, we expect that the need to conserve these resources will weaken the tendency to leave the organization (i.e., exit). This suggestion is supported by Kernis and Goldman (2006), who reported significant associations between authenticity and self-reported exit scores among dating couples. Thus, we argue that voice is the only response type in the EVLN model that allows one to preserve both self-integrity and the resources from one's current employment. In sum, we expect:

Hypothesis 2: Authenticity will be negatively related to exit, loyalty, and neglect.

In order to make a stronger point for considering the concept of authenticity in organization research, we will examine whether authenticity provides incremental validity over and above established variables in predicting voice (for a recent review, see Klaas, Olson-Buchanan, & Ward, 2012). One approach that can be used to explain voice behavior focuses on employees' attitudes toward their job and their individual job situation. In a meta-analysis on the EVLN model, Farrell and Rusbult (1992) found that job satisfaction, individual job alternatives, and investments in a person's current employment were positively related to voice. A second approach focuses on the degree to which organizational context conditions encourage voice (e.g., Avery & Quiñones, 2002). Establishing the independent contribution of authenticity is important in this case not only because such evidence supports our argument that authenticity is useful in research on voice and silence, but also because environmental conditions that facilitate voice are often missing (Barry, 2007). We will include variables that represent both approaches in the current study and expect:

Hypothesis 3: Authenticity will yield incremental validity in predicting voice over and above job satisfaction, individual job alternatives, investment size, and voice opportunity.

Method

Participants and procedure

We conducted an online survey in which employees responded to two scenarios of problematic events at work. The sample comprised 184 employees (75% female) with a mean age of 35.7 years ($SD = 10.0$), ranging from 19 to 62 years. Participants were employees enrolled in a distance education psychology program at a German university. Twenty-four percent of the employees worked in small organizations (up to 20 employees), 41% worked in middle-size organizations (21-500 employees), 22% worked in large organizations (501-10,000 employees), and 13% worked in very large organizations (more than 10,000 employees). Sixty-six percent held entry-level positions, 21% were lower management, and 11% were middle management. Part-time employees comprised 27% of the sample.

Measures

Unless otherwise noted, participants responded to all survey items on seven-point scales ranging from 1 (does not apply to me at all) to 7 (applies to me entirely). Descriptive statistics and alpha reliabilities for all study variables are presented in Table 1.

Authenticity. To measure authenticity, we used the Integrated Authenticity Scale (IAS) that Knoll et al. (2013) developed by integrating more comprehensive approaches according to their conceptual overlap. The IAS comprises two subscales to assess the two dimensions of authenticity: authentic self-awareness (ASA) and authentic self-expression (ASE). The four items for each subscale (sample item ASA: “For better or worse, I know who I really am”; sample item ASE: “I always stand by what I believe in”) were adapted from the Authenticity Inventory 3 (Kernis & Goldman, 2006) and from the Authenticity Scale (Wood et al., 2008). The rationale for developing the scale was to provide a parsimonious measure for assessing authenticity’s essential characteristics in non-clinical settings. The studies reported by Knoll et al. (2013) revealed good psychometric properties (factor structure, alpha reliabilities, and stability) for the scale. Construct and criterion validity have been confirmed using self- and

peer-ratings.

Responses to problematic events. To assess employee voice and silence, we adopted the scenario technique used in research on the EVLN model. We presented two scenarios that differed in their intensity of the problem and in whom would be harmed. Scenario 1 focused on the narrow work context and represented a rather common incident, whereas Scenario 2 focused on a more serious problem that had the potential to threaten the organization as a whole, even including the stakeholders, for example, customers. The exact wording of the scenarios was:

Scenario 1: Please imagine you are sitting in a meeting concerned with the coordination of the future actions of your work group, for example, a task force, a team meeting, a project meeting, or the like. Imagine that you realize that all of the members, including your superior, favor a course of action that you believe is inappropriate, wrong, or even questionable for the development of your work group.

Scenario 2: Please imagine you realize that a product or a service that your company provides will only insufficiently meet the customers' expectations and, in the long run, will even harm customers or the reputation of your organization. Nobody but you seems to be bothered by the delicate situation. Moreover, your superior and possibly your colleagues as well hope that this product or service will result in a profit for the organization over the following years.

Employees read each scenario and were asked to indicate how likely (from 1 = *not likely* to 5 = *very likely*) they would be to show each of 12 response options provided when imagining that this situation was taking place in their own organization. Each of the four possible responses was represented by three items adapted from Hagedoorn, Van Yperen, Van de Vliert, and Buunk (1999). Prohibitive voice was assessed with the following three items: "I would address the problem even if speaking up entailed disadvantages," "I would discuss the problem with someone who is able to alter the situation," and "I would work with the people who are in charge of the problem to try to find a solution." Sample items for the remaining response types were "I would intend to quit" (exit), "I would trust the organization to solve the problem without my help" (loyalty), and "I would put less effort into my work than is

expected of me” (neglect).

Variables to establish incremental validity. Because we used a time-consuming scenario technique, we needed to pare further measures down to a minimum. *Job satisfaction* was measured using a single item (“Generally speaking, I am very satisfied with this job”) from the Job Diagnostic Survey (Hackman & Oldham, 1980). *Investment size* was measured using two items (“I have invested a lot in this job” and “I would lose a lot if I left this job”) that we adopted from Rusbult et al. (1988). *Individual job alternatives* were measured using a single item (“If I quit this job, I would surely find one that is as good as my current job”) that we applied from Rusbult et al. (1988). *Voice opportunity* was assessed with three items emphasizing the extent to which the organizational context supports voice behavior. The wording of the items was “In my organization, there are arrangements for voicing concerns, ideas for improvements, and the like,” “In my department, one can easily address critical issues,” and “If I made a proposal for change, it might result in negative consequences for me” (reverse coded).

Results and discussion

As can be seen in Table 1, moderate correlations between authenticity and voice in both scenarios ($r_s = .46$ and $.31$, respectively) fully supported Hypothesis 1. In line with Hypothesis 2, authenticity was negatively correlated with loyalty ($r_s = -.31$ and $-.28$, respectively) and neglect ($r_s = -.43$ and $-.30$, respectively). However, because the negative relation between authenticity and exit was rather weak and did not reach significance for Scenario 2 ($r_s = -.18$ and $-.12$, respectively), Hypothesis 2 was only partially confirmed.

[Insert Table 1 about here]

In order to test Hypothesis 3, we computed hierarchical regressions to examine whether authenticity would provide incremental validity over and above employee characteristics and voice-facilitating context conditions in accounting for variance in employee voice. As can be seen in Table 2, gender and age were introduced in the first step

and accounted for only 4% of the variance of employee voice in Scenario 1 and 0% in Scenario 2. The employee characteristics of job satisfaction, investment size, and job alternatives were introduced in the second step and accounted for 18% and 10% of the variation in Scenarios 1 and 2, respectively. When voice opportunity was entered in the third step, the amount of explained variance increased by 5% and 3%, respectively. In the fourth step, we entered authenticity, and the amount of explained variance increased by 10% and 12%, respectively, fully supporting Hypothesis 3.

[Insert Table 2 about here]

Moreover, whereas perceived voice opportunity exhibited incremental validity beyond the full set of characteristics included in the prior steps of the hierarchical regression model, the strength of voice opportunity as a predictor seemed to decline substantially in Scenario 1 and failed to emerge as a significant predictor when authenticity was included in the final step in Scenario 2 – thus suggesting that authenticity may mediate the relation between voice opportunity and voice. Thus, we tested for mediation using Preacher and Hayes' (2004) four-step procedure. Fulfilling the criterion for step 1, the predictor variable voice opportunity was related to the outcome variable voice ($\beta = .42$ for Scenario 1 and $\beta = .30$ for Scenario 2). Fulfilling the criterion for step 2, voice opportunity was related to the assumed mediator authenticity ($\beta = .31$). Fulfilling the criterion for step 3, authenticity was related to voice (β s = .46 and .41, respectively). Step 4 assessed whether the relation between the predictor (voice opportunity) and the outcome (voice in Scenarios 1 and 2) would become statistically non-significant (indicating full mediation) or would decrease significantly (indicating partial mediation) when the mediator (authenticity) was added. The results from the hierarchical regression analyses supported a partial mediation model as indicated by decreases in the β values from .42 to .31 for Scenario 1 and from .29 to .18 for Scenario 2. Sobel (1982) tests using Preacher and Hayes' (2004) macro confirmed that the partial mediations were significant ($Z = 3.41, p < .01$ and $Z = 3.26, p < .01$).

In sum, results revealed that when confronted with critical situations, employees with high levels of authenticity will make an active attempt to proactively change the situation and will less likely hold back their concerns (as indicated by authenticity's negative relation to exit, loyalty, and neglect). The regression analysis indicated that when controlling for the influence of several employee and organizational characteristics, authenticity emerged as the strongest predictor of prohibitive voice, whereas competing variables (e.g., voice opportunity, job satisfaction) sometimes failed to emerge as significant predictors when authenticity was included in the regression model. Notably, results from the mediation analyses suggested that voice opportunity might facilitate authenticity, which, in the end, will facilitate voice. Despite the large support for our hypotheses, Study 1 is not without its limitations. The fact that our data were cross-sectional may raise concerns regarding common-method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). We will address at least some of these potential biases (e.g., measurement context effects, transient mood state) in Study 2 by complementing cross-sectional data with longitudinal data. In addition, our scenarios were hypothetical insofar as employees were asked to imagine how they would respond if the situation occurred at their workplace. We will address this issue by referring to actual workplace behavior in Study 2. Finally, the weak correlation between authenticity and exit was not expected. In Study 2, we will examine whether this pattern might be explained by taking the influence of a moderator variable into consideration.

Study 2: Relations with employee silence and the moderating role of organizational identification

Results from Study 1 revealed that authenticity was positively related to voice and negatively related to the absence of voice (measured as response types exit, loyalty, and neglect). Van Dyne et al. (2003) argued that employee silence is not merely the absence of voice, but should be conceptualized as a separate multidimensional construct. In particular, they suggested examining employees' motives for remaining silent. We follow van Dyne et

al.'s advice and address four motives for employee silence that have been identified in recent research (i.e., quiescent, prosocial, opportunistic, and acquiescent silence; Knoll & van Dick, 2013).

Employees who engage in quiescent silence notice a situation that needs to be challenged but are afraid to speak up. Employees with high levels of authenticity should be more likely to stand up for what they value despite the potential for negative consequences because their self-understanding (and self-acceptance) will help overcome internal barriers (e.g., self-doubts) and guide them toward what is worth doing. Because they do not wish to fall short of the standards they have committed themselves to, they will press their point despite potential opposition and will not depend too much on external evaluation. The assumed negative relation between authenticity and quiescent silence has been supported by several studies that have shown authenticity's positive relation to sense of coherence, non-contingent self-esteem, and resilience and authenticity's negative relation to anxiety and rumination (e.g., Kernis & Goldman, 2006; Knoll et al., 2013; Ryan, LaGuardia, & Rawsthorne, 2005; Toor & Ofori, 2009).

Any such prediction is less obvious with respect to the two forms of employee silence that are more internally driven (i.e., prosocial and opportunistic silence). Authenticity is about striving for congruence between the self and expression in the first place. Thus, people with a prosocial attitude might not report a coworker's mistake because protecting others from harm expresses their self-conception. In a similar vein, authenticity is not necessarily related to generosity or kindness. Thus, selfish people probably express their opportunism without disguise. However, findings from research on authenticity in relationships cast doubts about such a pattern: Neff and Harter (2002) found that self-focused autonomous individuals (i.e., a greater focus on the self's needs with a lack of attention to relationship concerns) and other-focused connected individuals (i.e., a greater focus on one's partner's needs and subordination in decision-making) reported higher levels of "false-self" experiences and lower levels of

voice than individuals with a more balanced relationship style (i.e., a balancing of self-other concerns). We expect that those preferences in relationships will manifest in the form of a negative relation between authenticity and both opportunistic and prosocial silence at work.

Considering the association between authenticity and non-contingent self-esteem (Deci & Ryan, 1995; Kernis, 2003), authenticity should also be negatively related to acquiescent silence. People with non-contingent self-esteem act in a manner that is self-determined and congruent with their inner core self; they choose their actions because these actions are intrinsically important to them rather than because the actions reflect externally imposed demands (Kernis, 2003). Thus, employees with high levels of authenticity should not need an external impetus to advocate the things they consider right, nor should they be discouraged by their managers' disinterest. Furthermore, acquiescent silence is a form of detachment (Burris, Detert, & Chiaburu, 2008). Given that authenticity is associated with various markers of positive organizational adjustment, such as job satisfaction, meaning of work, and work engagement (Leroy, Anseel, Dimitrova, & Sels, 2013; Menard & Brunet, 2011; see also Study 1), employees with high levels of authenticity should be less likely to detach themselves from the organization, which in the end should result in less acquiescent silence. In sum, we suggest:

Hypothesis 1: Authenticity will be negatively related to quiescent, prosocial, opportunistic, and acquiescent silence.

The role of organizational identification

Organizational identification is defined as “the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member” (Mael & Ashforth, 1992, p. 104). If employees with high levels of authenticity experience their organization as successful at representing them as a person, that is, when they identify strongly with their organization, this may serve as a marker for enacting or actualizing their true self via personal engagement at

work (Deci & Ryan, 2000; Kahn, 1992). For example, employees who identify strongly with their organization should feel authentic when going the extra mile (e.g., teachers who comb the school building for unnecessary lights after classes in order to save electricity), although this means additional (and unnoticed) effort. We argue that the well-established link between organizational identification and extra-effort (van Dick, Grojean, Christ, & Wieseke, 2006) will manifest in such a way that the tendency to speak up about critical issues – a tendency that is associated with authenticity – should be even stronger if employees identify with their organization. Moreover, when employees identify with their organization they feel more involved as a person and therefore more psychologically present at work (Edwards and Peccei, 2007; Kahn, 1992). Involvement and psychological presence are associated with psychological states that make voice more likely than silence. Examples are attentiveness to one's thoughts and feelings, connection to (rather than detachment from) other people, integration (rather than splitting off aspects of the self), and focus (rather than distraction). Organizational identification should strengthen the (negative) relationship between authenticity and employee silence because higher attentiveness should help one recognize that a situation is incongruent to one's self-concept, higher connection to others should lower the barrier to talk about critical issues, higher integration should lower the tendency to block out aspects of the self (e.g., one's moral identity; Aquino & Reed, 2002) from elaborating on a critical situation, and greater focus should make employees follow up on critical issues rather than being indifferent. Thus, we expect:

Hypothesis 2: The effect of authenticity on all four forms of employee silence will be stronger for employees with high levels of organizational identification than for employees with low levels of organizational identification.

Method

Participants and procedure

Participants were employees enrolled in a distance education psychology program at a

German university. To obtain some longitudinal evidence for our hypotheses, we included authenticity in a survey employees had to take when beginning their studies in order to fulfill course requirements; this survey comprised several workplace-related variables. Four weeks later, we launched our survey, which included all study variables. Of the 662 employees who took part in the second survey, 128 employees had also participated in the entry survey. We used these 128 participants (82% female; $M_{age} = 33.9$ years; $SD = 8.7$) as Sample A to examine longitudinal effects of authenticity on employee silence. The remaining 534 participants (74% female; $M_{age} = 34.0$ years; $SD = 8.1$), were used as Sample B for testing the moderation effect. The two samples were comparable with respect to tenure and whether employees held a managerial position. The descriptives for the larger Sample B were as follows: 32% had tenure of less than two years, 27% two to five years, 24% five to ten years, and 17% more than ten years. Seventy-two percent held entry-level positions, 17% were in lower supervisory positions, and 10% held positions in middle management.

Measures

Participants responded to all survey items on seven-point scales ranging from 1 (does not at all apply) to 7 (applies to me entirely). Table 3 presents descriptive statistics and alpha reliabilities for all study variables.

Authenticity was assessed with items that were identical to those used in Study 1.

Employee silence. We used Knoll and van Dick's (2013) 12-item scale for assessing four forms of employee silence. This measure was developed to assess previously proposed theoretical motives for employee silence (e.g., van Dyne et al., 2003). In a brief introduction, participants became acquainted with the background of the study. They read that employees sometimes face problematic situations at work and that people deal differently with such situations, that is, some voice their concerns and try to change the situation, whereas others remain silent. They further read that we were interested in whether they tended to remain silent at work and what motivated them to do so. Each form of employee silence was

represented by three statements to complete the following item root: “I remain silent at work....” Sample items are “...because of a fear of negative consequences” (quiescent silence); “...because I will not find a sympathetic ear anyway” (acquiescent silence); “...because I do not want others to get into trouble” (prosocial silence); “...to avoid giving away my knowledge advantage” (opportunistic silence).

Organizational identification was measured with Edwards and Peccei’s (2007) scale because it considers three different but related dimensions of identification, which are self-categorization as organizational member (e.g., “My company is an important part of who I am”), emotional attachment to the organization (e.g., “My membership in the organization is important to me”), and integration of the organization’s goals and values into one’s self-concept (e.g., “I share the goals and values of the organization”).

Results and discussion

Results from the longitudinal and cross-sectional data provided very good support for Hypothesis 1. As can be seen in Table 3, authenticity was negatively related to quiescent ($r = -.22$), prosocial ($r = -.23$), and opportunistic silence ($r = -.20$) when measured with a delay of four weeks. Correlations were slightly stronger (r s = $-.34$, $-.24$, and $-.29$) when measured at the same time with a larger sample. Authenticity was negatively related to acquiescent silence when measured at the same time, ($r = -.14$), however, this relationship was not significant when measured with a delay of four weeks ($r = -.08$).

[Insert Table 3 about here]

To test whether organizational identification would moderate the relation between authenticity and employee silence (Hypothesis 2), four hierarchical regression analyses were performed using centered variables (Aiken & West, 1991). As can be seen in Table 4, authenticity and organizational identification were entered in the first step. In the second step, the interaction of authenticity and organizational identification was added. Before taking the interactions into account, results showed a complementary pattern for authenticity and

organizational identification. Authenticity was negatively related to all four forms of employee silence with a smaller β for acquiescent silence. Organizational identification was moderately related to acquiescent silence, but only weakly related to quiescent and opportunistic silence, and not related to prosocial silence at all.

[Insert Table 4 and Figure 1 about here]

As can be seen in Table 4 and Figure 1, we found an interaction between authenticity and organizational identification for three forms of employee silence (i.e., quiescent, acquiescent, and prosocial silence). The interaction between authenticity and organizational identification was not significant for opportunistic silence. Most likely, the increased strength from identification is redundant in the case of opportunistic silence because behaviors such as withholding knowledge and tactical manoeuvring are not compatible with the free and natural expression of motives and opinions that is characteristic of authenticity (Kernis & Goldman, 2006). To determine the nature of the interaction, we performed a simple slopes analysis (Aiken & West, 1991). For employees with high levels of organizational identification (one standard deviation above the mean), a negative relation was found between authenticity and quiescent ($b = -.87, p < .01$), acquiescent ($b = -.56, p < .01$), and prosocial silence ($b = -.63, p < .01$). For employees with low levels of organizational identification (one standard deviation below the mean), the relation with authenticity was weaker for quiescent silence ($b = -.32, p < .01$) and not significant for acquiescent ($b = .14, p = .14$) and prosocial silence ($b = -.16, p = .09$). Thus, in line with Hypothesis 3, organizational identification moderated the relation between authenticity and employee silence.

In sum, the results from Study 2 showed that authenticity was negatively related to employee silence that emanated from various motives, and organizational identification was found to moderate the authenticity-silence relation. Findings indicate that the main effects of authenticity occurred even when controlling for organizational identification and the interaction between organizational identification and authenticity. In fact, aside from

acquiescent silence, the main effect of authenticity demonstrated the lion's share of the variance in predicting the other three motives for employee silence. The relationship between authenticity and acquiescent silence was found to be less straightforward than predicted. Not only was this relationship weaker than expected, but also adding the authenticity-identification interaction revealed the strongest influence in predicting this particular motive for remaining silent. Most remarkably, analyzing the simple slopes involving acquiescent silence, notably when organizational identification is low, this is the only case in which a positive association (although a non-significant one) emerges between authenticity and silence ($b = .14$). Thus, while higher authenticity is generally predictive of less acquiescent silence and this holds among those who are high in organizational identification, when low organizational identification occurs (which may serve as a proxy or marker of low psychological presence, disengagement, work distress, and/or a current state of incongruence between one's core self values, needs, preferences, and one's work role) authenticity does not serve as a buffer against acquiescent silence. In such circumstances perhaps highly authentic persons disengage from work and allow their true selves to come out in their private lives. Such reasoning, however, is preliminary and needs further research attention. However, previous research using ethnographic methods (Fleming & Spicer, 2003) suggests that there is logic to our reasoning and it merits further exploration.

General discussion

Results from two studies support previous research by highlighting the positive contributions of authentic functioning within organizational contexts (e.g., Gardner, Coglisier, Davis, & Dickens, 2011; Leroy et al., 2013; Toor & Ofori, 2009). Our findings extend previous research by providing evidence that the construct of authenticity is important beyond its current use in well-being, health, and leadership research. According to our findings, employees with high levels of authenticity should prevent potential harm to the organization and its stakeholders. Individual differences in employee's authenticity robustly predicted

more self-reported voice behaviors in two scenarios (Study 1) and less employee silence that emanated from various motivations (Study 2). Study 1's findings highlight the idea that dispositional authenticity consistently yields predictive utility over and above the contribution of a fairly broad set of individual and organizational characteristics. Indeed, competing variables (e.g., voice opportunity, job satisfaction) sometimes failed to emerge as significant predictors when authenticity was included in the regression model. In addition, authenticity emerged as a mediator between voice opportunity and voice behavior. Study 2 broadens the theoretical framework by showing that organizational identification moderates the relation between authenticity and employee silence. Authenticity was generally significantly and negatively correlated with motives for silence scores among participants who had either completed their authenticity measure prior to (longitudinal design) or concurrently with the other study measures. The main effects of authenticity always emerged and several interaction effects also occurred, thus showing that the link between authenticity and employee silence is stronger for employees with high levels of organizational identification.

Theoretical and practical implications

Our findings enrich knowledge on authenticity in applied research and contribute to the literature on voice and silence. The studies presented here are the first to test authenticity's potential to predict desirable workplace behaviors. Our findings are of particular relevance when considering the rather weak exploratory power that other personality dispositions possess in predicting employee silence and prohibitive voice such as whistleblowing (see Bjørkelo, Einarsen, & Matthiesen, 2010; Near & Miceli, 1996). Authenticity also showed incremental validity over and above employee characteristics and context conditions that are associated with voice. Notably, authenticity was particularly influential in predicting the forms of employee silence for which management efforts are of minor relevance (i.e., prosocial and opportunistic silence). This indicates that promoting authenticity might complement the spectrum of strategies aimed at overcoming employee silence for which

management efforts to facilitate voice (e.g., open-door policies) are subordinate to other influences (e.g., informal peer pressure, individual motives).

Besides establishing authenticity as a predictor of voice and silence, our findings complement other approaches in explaining voice and silence. The results from Study 1 suggest that authentic functioning might be one of the mechanisms that mediate the relation between voice opportunity and voice behavior. If longitudinal studies support the idea that voice opportunity facilitates authentic functioning, providing employees with opportunities to address problems will facilitate not only voice but also the effects that are associated with authenticity (e.g., employee well-being). The finding that authenticity interacts with organizational identification in predicting employee silence (Study 2) offers food for thought about the seemingly complex relation between identification and employee voice/silence that is currently debated (e.g., Tangirala & Ramanujam, 2008). In particular, considering the influence of authenticity might help to explain the conditions under which there is the potential for a dark side of organizational identification to occur. According to Umphress and Bingham (2011), higher levels of identification might be related to employee behaviors that benefit the organization, but that at the same time violate core societal values, laws, or organizational standards of proper conduct. Most likely, this assumed link between identification and unethical pro-organizational behavior would be smaller for employees with high levels of authenticity.

Finally, our findings provide the first evidence for how authenticity interacts with other employee and organizational characteristics. The interaction between authenticity and organizational identification suggests that higher levels of authenticity are not a matter of recoiling from social influences and communities but might work in concert with organizational aims and values. Authenticity's emergence as a partial mediator between voice opportunity and voice indicates that context conditions might facilitate authenticity. Consequently, promoting authentic functioning within the organization might be a task for all

parties involved in human resource management and not the responsibility of just those charged with recruiting. However, how employees can be themselves and serve the organization at the same time will remain a topic of concern for practitioners and researchers as well.

Limitations and directions for future research

Our findings can provide an impetus for future research on the concept of authenticity and its potential for understanding organizational phenomena. Any such attempts should consider at least four issues that we believe should receive further attention.

First, in personality and leadership research, there is an ongoing debate regarding the contents and boundaries of the authenticity construct (e.g., Algera & Lips-Wiersma, 2011; Gardner et al., 2011). We cannot resolve this dispute here, but we want to explain how the concept we used fits into this broader debate and how future research could adapt the facets of authenticity that we omitted. We employed Knoll et al.'s (2013) conceptualization, which integrates the two most elaborated approaches for measuring dispositional authenticity into a self-oriented dimension (i.e., authentic self-awareness) and an expression-oriented dimension (i.e., authentic self-expression). We drew from this approach because it is (on a personality level) close to the two meta-dimensions (self-awareness and self-regulation) that have been suggested by Gardner, Avolio, Luthans, May, and Walumbwa's (2005) theoretical framework for authentic leadership and authentic followership. However, Gardner et al.'s second meta-dimension "self-regulation" is broader in the sense that it comprises the subdimensions internalized standards, balanced processing, relational transparency, and authentic behavior. The conceptualization we drew from comes closest to the authentic behavior component and gives less attention to the other three components. Knoll et al. (2013) justify their model by arguing that the components of internalized standards and balanced processing fit the awareness dimension better and that authentic behavior should manifest itself in how people act in relationships too. Previous research showed some support for integrating the facets of

the more comprehensive scales established in personality and social psychology. For example, Menard and Brunet (2011) used selected items from Kernis and Goldman's (2006) scale and found two emerging factors, unbiased awareness and authentic behaviors, being positively related to employee well-being. However, other studies showed that integration might come with the price of sacrificing specific contributions that can be expected when including dimensions that have been omitted in the present research (e.g., relational transparency). Ilies, Curseu, Dimotakis, and Spitzmuller (2013; see also Spitzmueller & Ilies, 2010) focused on the behavioral and relational components of leaders' self-regulation (or expression) and provided evidence for relational authenticity's critical role in the process of leadership influence. Indeed, it is possible that particular facets of the authenticity construct are more important for examining some research questions than they are for others. For example, because leadership is a relational construct by definition, giving particular attention to relational transparency might be fruitful for explaining the processes by which leaders influence followers (and vice versa).

Second, our reliance on self-reports might raise concerns regarding the validity of our findings (e.g., Podsakoff et al., 2003). We tried to reduce at least some potential self-report biases (e.g., measurement context effects, transient mood states, common-method variance) by using longitudinal designs, different methods (survey studies, scenario technique), and different criterion measures (reports of actual workplace behavior, hypothetical behavior in two scenarios). These analyses do not preclude the possibility of common-method variance; however, they do suggest that common method variance is unlikely to confound interpretations of the results. In addition, social and personality psychologists claim that authenticity can be best assessed with self-reports (Sheldon, 2004), and prior studies have revealed good overlap between self- and peer-reports for authentic self-expression (Knoll et al., 2013), the dimension that emerged as most important for silence and voice. Our attempt to assess employee voice achieved additional credibility as the scenario method we used in

Study 1 has been validated by actual behavior (Liljegren, Nordlund, & Ekberg, 2008).

Complementing self-report data with peer or supervisor ratings would in principle also be desirable when measuring employee silence. However, because silence can hardly be assessed in organizational contexts without self-reports (for a detailed discussion considering this issue, see van Dyne et al., 2003), combined designs (e.g., complementing surveys and experiments with interviews) are desirable to further substantiate our inferences.

Third, our study design helped to ensure participants' anonymity and thus prevented social desirability biases to some extent as participants did not have to fear that their survey responses would be revealed to their employers. However, our sample was homogeneous in so far as all participants were enrolled in courses at a distant university in addition to their regular jobs. Therefore, we cannot exclude the possibility that participants' average levels in some of the concepts are not representative of the general population due to their specific interests or experiences. However, we traded homogeneity in one aspect (enrollment in the distance learning courses) for heterogeneity in several other aspects (e.g., organization size and branch, hierarchical position), thus giving us some confidence that our results will be largely generalizable. Furthermore, our study did not aim to draw conclusions about the distributions or averages of authenticity and voice but rather about their relations and the factors that influence them, and we do not think that these relations should be affected by the nature of our sample. Future research that focuses on specific contexts, however, would be very interesting for determining whether there are contexts that can help to increase or reduce authenticity at work and whether there are contexts in which the relationship between authenticity and organizational identification is higher than in others.

Finally, our findings and inferences should be substantiated through more comprehensive longitudinal studies. More than two measurement points are needed to test our suggestion regarding authenticity's role as a partial mediator between voice opportunity and voice. More comprehensive longitudinal studies will also help to clarify changes in

authenticity, voice/silence, their potential interplay, and the influence of employees' attitudes to their organization. For example, with the available data, we can only speculate about whether authenticity requires different types of responses to problematic events from the same individual over time. It is likely that when managers repeatedly ignore employees' attempts to address a problematic event and/or employees feel less committed to their organization, employees high in authenticity will find other ways to preserve their self-integrity. It will be interesting to identify potential individual or situational moderators that influence whether authentic employees turn into "silent dissenters" (Parker & August, 1997), "whistleblowers" (Near & Miceli, 1996), or "tempered radicals" (Meyerson, 2003). Our findings regarding the moderating effect of organizational identification provided a first step in this endeavor. We believe that such research would benefit from building on the research that has been conducted in developmental psychology on the interplay between voice and authenticity over time (e.g., Harter et al., 1997). The findings of Harter et al. (1997), for example, suggest that sticking to the organization despite a perceived incongruence between the self and organizational practices might, in turn, decrease employees' sense of authenticity over time.

Conclusion

The pattern of results indicates that authenticity has value in organizations beyond being an indicator of well-being and leadership effectiveness and that considering the concept of authenticity can complement and extend current knowledge about the emergence of employee silence and voice, organizational identification, and their interplay. In doing so, our findings support positive psychology's (e.g., Peterson & Park, 2006; Spreitzer & Sonenshein, 2004) claim that considering individuals' strengths and virtues in organizational research will offer new perspectives, particularly in the context of work performance in which classic constructs of personality have not proven to be very predictive. Nonetheless, concerning the strengths and virtues of this research, we recommend concentrating on concepts that appear to have a direct connection to the research question. Authenticity seems to be suitable for the

prediction of voice/silence because its self- and expression-oriented dimensions address what is needed in the two-stage process when critical issues need to be noticed and expressed.

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Table 1. Means, standard deviations, reliability coefficients, and zero-order correlations (Study 1)

		<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Authenticity	5.06	0.83	.82	.85**	.85**	.29**	.07	.18*	.31**	-.18*	.46**	-.31**	-.43**	-.13	.41**	-.28**	-.30**
2	ASA	5.38	0.97		.83	.44**	.26**	.04	.21**	.29**	-.13	.30**	-.18*	-.29**	-.17*	.27**	-.08	-.20**
3	ASE	4.74	0.99			.75	.24**	.08	.10	.23**	-.18*	.48**	-.34**	-.43**	-.06	.42**	-.39**	-.31**
4	Job Satisfaction	4.64	1.77				-	-.26**	.57**	.63**	-.35**	.39**	-.10	-.35**	-.27**	.26**	-.10	-.23**
5	Job Alternatives	3.91	1.53					-	-.24**	-.12	.14	-.01	-.03	.04	.13	-.06	.03	-.05
6	Investment Size	4.53	1.46						.71	.40**	-.32**	.37**	-.12	-.28**	-.31**	.29**	-.12	-.22**
7	Voice Opportunity	4.60	1.35							.74	-.41**	.42**	-.19**	-.39**	-.30**	.30**	-.17*	-.18*
8	Exit 1 ^a	2.65	1.13								.92	-.20**	.15*	.34**	.61**	-.24**	.20**	.24**
9	Voice 1	3.91	0.71									.71	-.52**	-.42**	-.19**	.64**	-.39**	-.19**
10	Loyalty 1	2.72	0.80										.65	.38**	.14	-.38**	.46**	.23**
11	Neglect 1	2.30	0.83											.73	.24**	-.44**	.43**	.59**
12	Exit 2	2.66	1.20												.95	-.14	.03	.43**
13	Voice 2	4.07	0.67													.80	-.64**	-.42**
14	Loyalty 2	2.40	0.78														.72	.46**
15	Neglect 2	2.13	0.78															.76

Notes. *N*=184. ^aNumber indicates Scenario 1 or 2. ASA = Authentic Self-Awareness, ASE = Authentic Self-Expression. Coefficient alpha reliabilities for each multi-item scale are presented in italics on the main diagonal.

* $p < .05$; ** $p < .01$.

Table 2. *Multiple regression analyses examining effects of employee characteristics and voice opportunity on employee voice (Study 1)*

Predictor and Step	Employee Voice Scenario 1				Employee Voice Scenario 2			
Step 1								
Gender ^a	-.15	-.09	-.10	-.06	-.06	-.02	-.02	.02
Age	.17*	.13	.13	.09	.02	-.03	-.03	-.07
Step 2								
Investment Size		.24**	.22*	.22**		.25**	.23*	.24**
Job Alternatives		.15*	.12	.08		.04	.02	-.04
Job Satisfaction		.26**	.10	.04		.12	-.00	-.08
Step 3								
Voice Opportunity			.27**	.20*			.21*	.13
Step 4								
Authenticity				.35**				.38**
Step 5								
<i>F</i>	3.60*	9.19**	9.72**	13.46**	0.31	3.91**	4.15**	7.77**
<i>R</i> ²	.04	.22	.26	.37	.00	.11	.13	.25
ΔR^2		.18**	.05**	.10**		.10**	.03*	.12**

Notes. *n* = 171. Standardized regression coefficients reported. * = $p < .05$, ** = $p < .01$. ^a1 = female, 2 = male.

Table 3. Means, standard deviations, reliability coefficients, and zero-order correlations (Study 2)

	Sample A	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1	Authenticity t1	5.15	0.89	.85	.88**	.82**	.70**	.64**	.62**	.20*	-.22*	-.08	-.23**	-.20*
2	ASA t1	5.41	1.14		.84	.44**	.48**	.53**	.32**	.17	-.04	-.00	-.15	-.12
3	ASE t1	4.89	0.95			.72	.73**	.55**	.77**	.18*	-.36**	-.14	-.26**	-.24**
<hr/>														
	Sample B													
4	Authenticity t2	5.14	0.81				.80	.86**	.84**	.07	-.34**	-.14**	-.24**	-.29**
5	ASA t2	5.42	0.97					.81	.44**	.08	-.15**	-.08	-.12**	-.23**
6	ASE t2	4.85	0.93						.68	.04	-.44**	-.16**	-.29**	-.27**
7	Organizational Identification t2	3.88	1.63							.95	-.11*	-.37**	-.02	-.12**
8	Quiescent Silence t2	3.28	1.73								.90	.47**	.41**	.44**
9	Acquiescent Silence t2	3.54	1.79									.89	.23**	.35**
10	Prosocial Silence t2	3.76	1.63										.89	.35**
11	Opportunistic Silence t2	2.16	1.17											.74

Notes. Sample A: $N = 128$; Sample B: $N = 534$. ASA = Authentic Self-Awareness, ASE = Authentic Self-Expression. Coefficient alpha reliabilities for each scale are presented in italics on the main diagonal. Cross-sectional data from Sample B are shown below the bar.

* $p < .05$; ** $p < .01$.

Table 4. *Regression analysis predicting four forms of employee silence with authenticity, organizational identification, and their interaction (Study 2)*

	Quiescent Silence				Acquiescent Silence				Prosocial Silence				Opportunistic Silence			
	<i>b</i>	SE <i>b</i>	β	ΔR^2	<i>b</i>	SE <i>b</i>	β	ΔR^2	<i>b</i>	SE <i>b</i>	β	ΔR^2	<i>b</i>	SE <i>b</i>	β	ΔR^2
Step 1				.13**				.15**				.06**				.10**
Authenticity	-.58	.07	-.34**		-.20	.07	-.11*		-.39	.07	-.24**		-.33	.05	-.29**	
Organizational Identification	-.14	.07	-.08*		-.66	.07	-.37**		.00	.07	.00		-.11	.05	-.10*	
Step 2				.03**				.04**				.02**				.00
Authenticity	-.59	.07	-.34**		-.21	.07	-.12**		-.39	.07	-.24**		-.34	.05	-.29**	
Organizational Identification	-.11	.07	-.07		-.62	.07	-.34**		.03	.07	.02		-.11	.05	-.10*	
Authenticity x Organizational Identification	-.27	.07	-.16**		-.35	.07	-.20**		-.23	.07	-.15**		-.05	.05	-.05	

Notes. $N = 534$. * = $p < .05$, ** = $p < .01$.

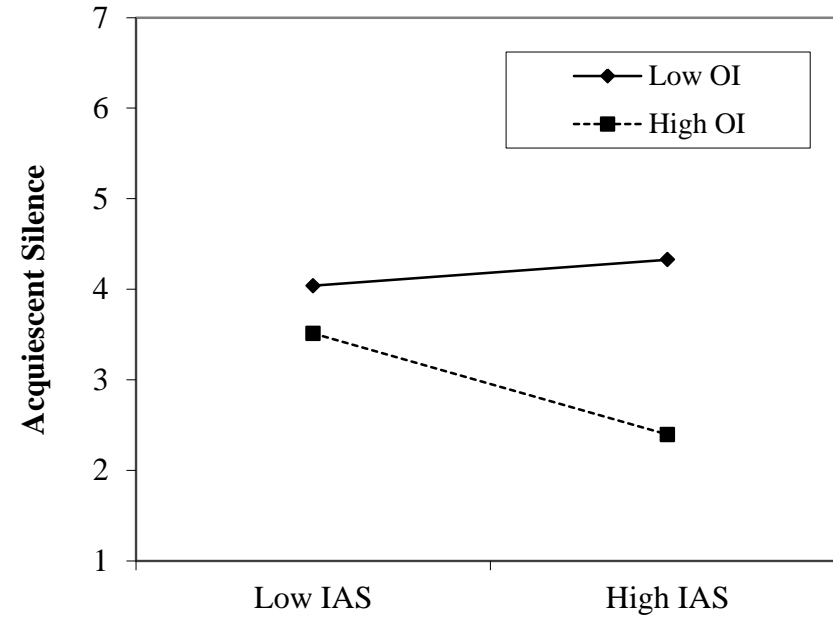
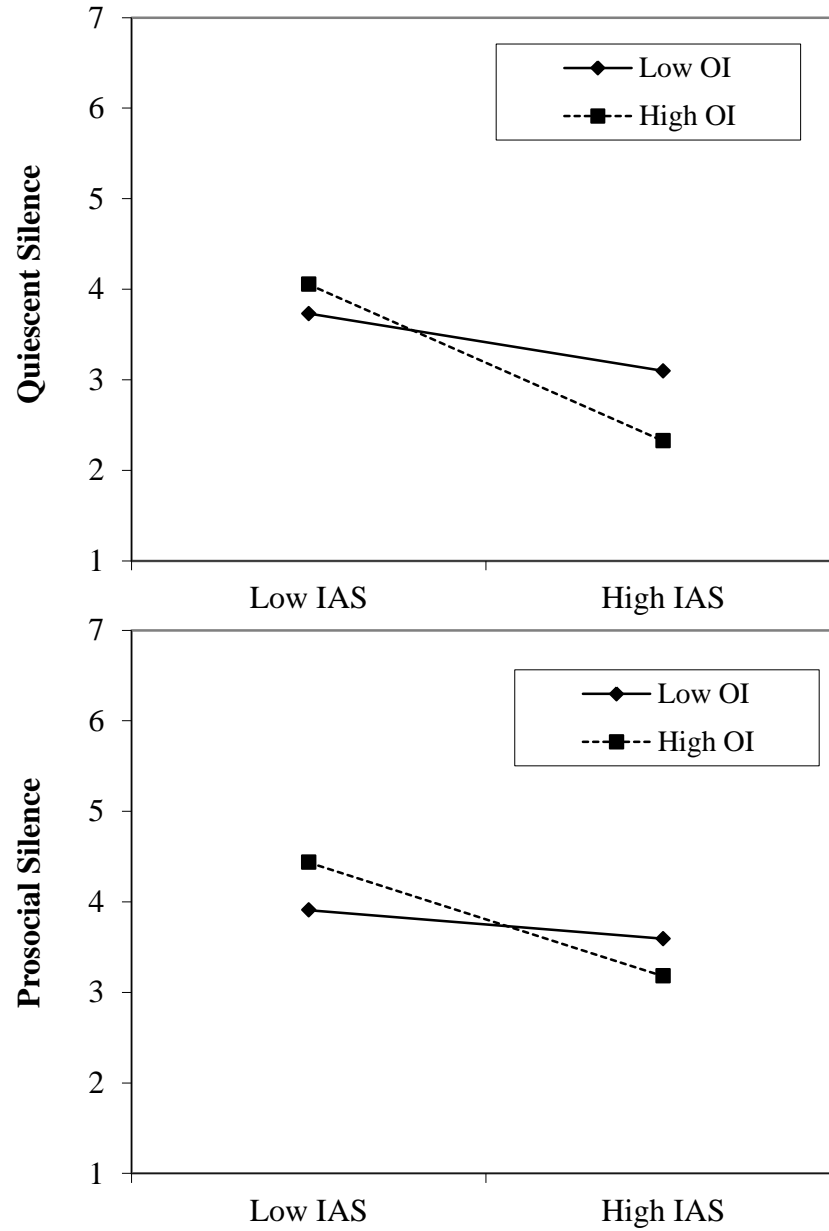


Figure 1. The relationship between authenticity (IAS) and three forms of employee silence as a function of organizational identification (OI) (Study 2)



